



LUSH FRESH HANDMADE COSMETICS

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1. About LUSH

LUSH was founded in 1995 by trichologist Mark Constantine and beauty therapist Liz Weir. The company has revolutionized how companies should make cosmetics and how a business can manage its impact on society as positively as possible. LUSH's primary goals are to tackle social needs such as climate change, human rights, animal testing, and high-quality, simple ingredients.



LUSH solid shampoo products require no packaging
[Learn more ↗](#)

LUSH Values:

- Making **effective products** from fresh, organic* fruit and vegetables, the finest essential oils, and **safe** synthetics.
- Invent their own products and fragrances. Make **fresh by hand** using little or **no preservative or packaging**, using only vegetarian ingredients, and tell users when they were made.
- Buying ingredients only from companies that **do not commission tests on animals** and in testing their products on humans.
- **Happy people** making happy soap, putting their faces on their products
- All people should enjoy **freedom of movement** across the world.
- *Words like "fresh" and "organic" have honest meaning beyond marketing.



100% vegetarian



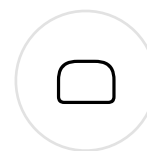
Fighting animal
testing



Ethical Buying



Handmade



Naked cosmetics

LUSH problem / opportunity statement:

"LUSH has contributed generously to society through its support and business practices. Their products are effective and have received positive feedback from their existing users. However, LUSH has struggled to project its image as a brand on social media. With the rising demand for digital content, LUSH has the opportunity to leverage its brand image in the Health and Beauty category, both on third-party media and on its own resources."

2. PESTEEEL



POLITICAL

- Political trends (major, medium, 5)
- Funding, grants and initiatives (major, high, 5)



ENVIRONMENTAL

- Environmental/Pollution issues (major, high, 5)
- Environmental regulations (major, high, -3)



EMPLOYEES

- Customer values (major, high, 5)
- Market values (major, medium, 3)
- Staff attitudes (major, high, 5)
- Organizational culture (neutral, medium, 3)
- Staff engagement (neutral, medium, 4)
- Global factors (major, high, -5)



SOCIAL/DEMOGRAPHIC

- Consumer attitudes and opinions (major, high, 5)
- Media views (major, high, 4)
- Brand, company, technology image (major, high, -4)
- Major events and influences (major, high, 4)
- Advertising and publicity (minor, medium, -4)
- Lifestyle changes (major, high, 5)
- Trends (major, high, 5)
- Fashion & role models (major, high, 3)
- Organizational culture (major, high, 5)



ECONOMIC

- Home economy trends (neutral, medium, 3)
- Customer/end-user drivers (major, high, 5)
- Disposable income (major, high, 4)
- Consumer confidence index (minor, low, 1)



TECHNOLOGICAL

- Information and communications (neutral, medium, -3)
- Innovation potential (major, high, 3)
- Technology access, licensing, patents (neutral, medium, -2)
- Global communications (major, high, 5)
- New discoveries (major, high, 3)
- Communications (neutral, medium, 4)
- E-learning (neutral, medium, 2)
- Collaboration tools (neutral, medium, 3)



LEGAL

- Current legislation home market (neutral, low, 1)
- European/international legislation (minor, low, 1)
- Environmental regulations (major, high, 5)

3. TOWS

	<p>Strength</p> <p>S1. Market leader in sustainable sourcing</p> <p>S2. Activism in human rights and environmental issues</p> <p>S3. Affective, safe, and attractive products</p> <p>S4. Fair trade and ethical buying</p> <p>S5. Handmade products by real people</p> <p>S6. Little to no product packaging</p> <p>S7. Generous charities and upcoming donations</p>	<p>Weakness</p> <p>W1. Premium-priced products discouraged some buyers</p> <p>W2. Costly rentals and retail uses (product demo, store design...)</p> <p>W3. Unable to catch up with the ever-diversifying demand of products.</p> <p>W4. Ineffective advertisings compared to competitors</p> <p>W5. Handmade, fresh products is difficult to store and use over time</p> <p>W6. LUSH brand name is not the strongest</p>
<p>Opportunities</p> <p>O1. Drives attentions to animal tetings</p> <p>O2. Growing demand for safer, chemical-free products</p> <p>O3. Open more stores, and events to attract more new buyers</p> <p>O4. The world is making efforts to go greener, LUSH have the upper hand</p> <p>O5. Invest in advertising</p>	<p>SO Strategies</p> <p>SO1. Differentiation, Media: Marketing campaigns on LUSH values (S1, S2, S4, O1, O4, O5)</p> <p>SO2. Differentiation, Anti-Cruelty: Emphasize on LUSH core values on animals, and oppose testing products on animals and fur/foie gras buying. (S2, S3, S4, S7, O1, O2, O4, O5)</p> <p>SO3. Differentiation, Green: Expand product line with even more vegan options (S1, S2, S3, S5, O2, O4, O5)</p> <p>SO4. Differentiation, Experience: Opening stores and pop-up stores to gather new buyers (S5, S6, O3, O5)</p>	<p>WO Strategies</p> <p>WO1. Differentiation, Branding: Hire skillful marketing executives who can transform LUSH brand awareness (W3, W4, W6, O2, O4, O5)</p> <p>WO2. Differentiation, Diversifying: Recruiting more product development members to elevate the Makeup category (W1, W3, W5)</p> <p>WO3. Cost, Retailers: Establish relationship with renters to negotiate lower rental prices (W1, W2, O3, O5)</p> <p>WO4. Differentiation, Awareness: Attend special events to educate company values and spread brand awareness (W4, W6, O3, O4, O5)</p>
<p>Threats</p> <p>T1. Strong competitors that offer somewhat-similar products at lower price</p> <p>T2. Difficulty to attract customers from other brands</p> <p>T3. People buy commercial products for cost factor</p> <p>T4. LUSH makeup category is not performing as well as other brands</p> <p>T5. Possibility of price reduction to attract more buyers</p>	<p>ST Strategies</p> <p>ST1. Cost, Price: develop product with lower prices, using more popular ingredients (S1, S3, S4, T1, T3, T5)</p> <p>ST2. Differentiation, Trade-offs: revamp the marketing team to help buyers recognize the environmental/ personal benefits from buying LUSH products (S1-7, T1-3)</p> <p>ST3. Differentiation, Development: recurring R&D team to develop high quality handmade makeups (S3, S5, T4, T2)</p> <p>ST4. Cost, Packaging: Develop more solid cosmetic that requires no packaging and less waste to ship (S5, S6, T3, T5)</p>	<p>WT Strategies</p> <p>WT1. Differentiation, Marketing: Launch marketing initiatives on the current situation of plastic use (W4, W6, T1, T3)</p> <p>WT2. Differentiation, Quality: Showcasing new buyers LUSH product quality and benefits, to justify its cost (W1, W-6, T1-3)</p> <p>WT3. Differentiation, Diversify: hire skillful cosmetic specialist to diversify LUSH cosmetic and makeup lineup to suit more customers (W4, W5, T2, T4)</p> <p>WT4. Cost, Purchase: Revamp LUSH online shopping experience to boost sales and reduce retail renting</p>

4. Decision Matrix

	Alternative 1	Alternative 2	Alternative 3
ISSUES	SO1. Differentiation, Media: Marketing campaigns on LUSH values (S1, S2, S4, O1, O4, O5)	WO4. Differentiation, Awareness: Attend special events to educate company values and spread brand awareness (W4, W6, O3, O4, O5)	WT1. Differentiation, Marketing: Launch marketing initiatives on the current situation of plastic use (W4, W6, T1, T3)
1. Brand, company, technology image (major, high, -4)	5/5	4/5	4/5
2. Advertising and publicity (minor, medium, -4)	5/5	3/5	3/5
3. Organizational culture (neutral, medium, 3)	4/5	4/5	1/5
4. Lifestyle changes (major, high, 5)	3/5	2/5	1/5
5. Global factors (major, high, -5)	4/5	4/5	1/5
6. Environmental regulations (major, high, 5)	4/5	1/5	4/5
TOTAL	25/30	18/30	14/30



Winning strategy

Differentiation, Media: Marketing campaigns on LUSH values

5. GE / McKinsey

Factors	Score	Market Attractiveness	Score	Competitive Advantage
Market	4	Segments	4	Business growth
	2	Tendency	1	Regional coverage
	5	Sales seasonality		
	4	Offer/Demand relationship		
Competition	1	Degree of substitution	5	Business competitiveness
	3	Degree of concentration	3	Shift in market share
	3	Shift in market share	2	Degree of weakness
			5	Degree of acceptance
Finance and Economic	2	Profitability	4	Return on investment
	3	Entry/Exit barriers	4	Ease of raw goods buying
	3	Inflation rate	2	Cost of human resources
	4	Wage levels	3	Cost of money
	5	Availability of workers		
Technology	3	Complexity	5	Ease of adaptation to changes
	5	Differentiation	3	Level of specialization
	3	Patent and copyright	4	Business resources
	4	Plants and facilities	5	Quality of research & development
	5	Production process		
	5	Maturity		
Social and Political	3	Influx of workers unions	5	Quality of social relationship
	3	Influx of customer unions	5	Degree of pollution
	5	Social attitude and tendency		
	3	Role of norms and laws		
	4	Pollution		

5	Sales seasonality
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LUSH annual sales cycles peak at different seasonality events such as Valentine's, Mother's Day, Easter, Halloween, and Christmas. LUSH craft and produce unique products for each event, and the product is replaced every year in limited quantity. LUSH can reach more audiences year-round and boost sales for their seasonal products by applying the **Differentiation Media strategy**.

5	Degree of acceptance
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More customers become conscious of their product uses. Millennials and Gen-Z are becoming more considerate with product packaging and the ingredients in the cosmetic, if the ingredients are safe, where the ingredients come from, and if the work of gathering those ingredients is ethical. LUSH already has the upper hand on this by offering safe, green, and ethical products. By applying the **Differentiation Media strategy**, LUSH can reach those buyers, receive their support, and reach other demographics in the market and have their support in the long run.

5	Degree of pollution
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Besides offering practical and ethical products, LUSH also contributes to fighting climate change. The company has invented many solutions to replace traditional cosmetic making and packaging with innovative technologies that can benefit LUSH, the environment, and the cosmetic industry in the long run. LUSH can showcase its effort and commitment to a better future with the **Differentiation Media strategy**. A model company like LUSH can receive strong support from shareholders and other companies in the industry.

1	Regional coverage
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LUSH currently operates in 49 countries across North America, the United Kingdom, and Asia. Due to the limitation of their retail stores, LUSH performance is mainly concentrated in urban/city areas in those countries. By applying the **Differentiation Media strategy**, LUSH can expand its customer reach via products delivery and become more recognizable to remote customers who don't have access to their retail stores.

1	Degree of substitution
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To most users (most of whom haven't heard of LUSH), cosmetics products are highly substitutable because soap is soap! By using the **Differentiation Media strategy**, LUSH will have the platform for emphasizing to the public the difference between their products and branded name products, from quality to environmental impacts to social impact. Once people recognize the differences, LUSH values will have a different meaning, and customers will appreciate those values more significantly than how they are currently viewed.

2	Profitability
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Although the company has shown steady growth over the years, the company hasn't achieved high profitability due to limited store locations and weak online sales. Using the **Differentiation Media strategy** to reach more customers, LUSH can achieve higher sales/ recognition and ultimately increase profitability.

6. Porters

Elements	Rating	Elements	Rating
Threat of New Competitors		Determinants of Substitution Threat	
Economies of Scale	4	Relative Price vs. Performance or Substitutes	4
Proprietary: Product Differences	5	Switching Costs	2
Brand Identity	5	Availability Across Industries	1
Switching Costs	1	Number of Competitors of similar nature in Industry	2
Capital Requirements	2	Knowledge or Substitutions	2
Access to Distribution	3	Exactitude of Substitutions	3
Absolute Cost Advantages		Determinants of Supplier Power	
Proprietary Learning Curve	4	Differentiation of Inputs	3
Access to Necessary Inputs	3	Switching Costs of Supplier and firms in the industry	2
Proprietary Low-cost Product Design	2	Presence of substitute media inputs or suppliers	5
Government Policy	2	Supplier Concentration	3
Expected Retaliation	1	Cost relative to total purchases in the industry	4
Determinants of Industry Internal Competitive Rivalry		Impact of inputs on cost or differentiation	4
Stage of Industry Growth	5	Determinants of Buying Power / Bargaining Leverage	
Fixed (or Storage) Costs/Value Added	3	Buyer Concentration vs. Firm Concentration	1
Intermittent overcapacity and fixed costs of capacity	2	Buyer Volume	4
Product/Service differences or Differentiation	2	Buyer Information	5
Brand identity and Reputation	5	Substitute Products	1
Costs of switching brand to the customer	2	Pull Through Marketing	4
Number of competitors and quality or competitive advantages	2	Price/Total Purchases	2
Difficulty of Knowing about competitors	3	Product Differences	5
Diversity of Competitors	1	Brand Identity	5

Proprietary: Product Differences	5
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Functionally, LUSH products are similar to other brands' products. However, people who have to use LUSH products can define the differences in quality and results. Besides functional values, LUSH products also carry other benefits such as environmental impacts, innovations, human rights, and support for ethical works. LUSH can use the **Differentiation Media strategy** to emphasize its product differences compared to other generic brands and help customers recognize the total value that LUSH offers besides functional benefits.

Presence of substitute media inputs	5
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New social media such as TikTok have emerged, and it is the platform that most LUSH potential customers (millennial and Gen-Z) are currently using. Through the **Differentiation Media strategy**, LUSH can be more present in the media by hosting their account on TikTok or partnering with influencers to raise brand awareness and achieve more potential customers.

Brand Identity	5
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Besides great products that work well, LUSH has a strong history of commitments and efforts and has built a brand culture/identity that is uniquely LUSH. By applying the **Differentiation Media strategy**, LUSH can use social media to leverage its brand identity and gain more presents in the ever-diversifying industry.

Switching Costs	1
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LUSH products are priced at a premium. It is easy and cost-effective for customers who only get to know LUSH and have used the brand a few times to switch to a generic brand. With the **Differentiation Media strategy**, LUSH can remind its customers about the company's values and recognize the customer's contributions to LUSH's social impacts.

Substitute Products	1
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Cosmetically, the LUSH products are easily substitutable with any generic products. LUSH can use the **Differentiation Media strategy** to emphasize its product qualities: organic, fresh, vegetarian, cruelty-free, synthetic-free, and other social values. The company can use social media and influencers to demonstrate how effective LUSH product is compared to generic brand-name products.

Diversity of Competitors	1
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The cosmetic industry has many big names such as The Body Shop, Unilever, Keith, and P&G. Each of the brands above has its strength, such as innovation, scientific-proven... but none of the brands mentioned have the complete combination of values like LUSH. The company should take advantage of the **Differentiation Media strategy** to project how strong the company values are compared to other brands, even bigger brands than LUSH.

7. BEAM



Government forces

Governments are highly related with the environment and people's wellbeing, thus they support the transition to greener business practices, and recently issued mandatory fees for bags and packagings. LUSH already have the green mindset since their first day, and have made many products that use no packaging, or 100% recycled materials. By applying the **Differentiation Media strategy**, LUSH will be able to show their customers that their mission and business practices align with the government's effort, and will likely revive support from the government and the public in the long run. With millennial already having the green mindset, and Gen-Z begin to be able to support



Demand forces

themselves financially, the industry see a rising demand in greener and safer cosmetics. LUSH by targeting these demographics using the **Differentiation Media strategy**, will help project their values to the right people, and will become their go-to brand for eco-friendly cosmetic products. LUSH competitors such as The Body Shop and The Mountain Soap Company are also



Competitive forces

working to match their values with LUSH. Values such as Naked (no packaging), 100% vegetarian, and Ethical Buying are still exclusively LUSH, and some other small companies. By implementing the **Differentiation Media strategy**, LUSH will be able to reach far and early to promote their core values ahead of competitors, and will become the first big name brand to be recognize for these highly valued attributes. LUSH have a strong relationship with their suppliers, their buying and trading policy is



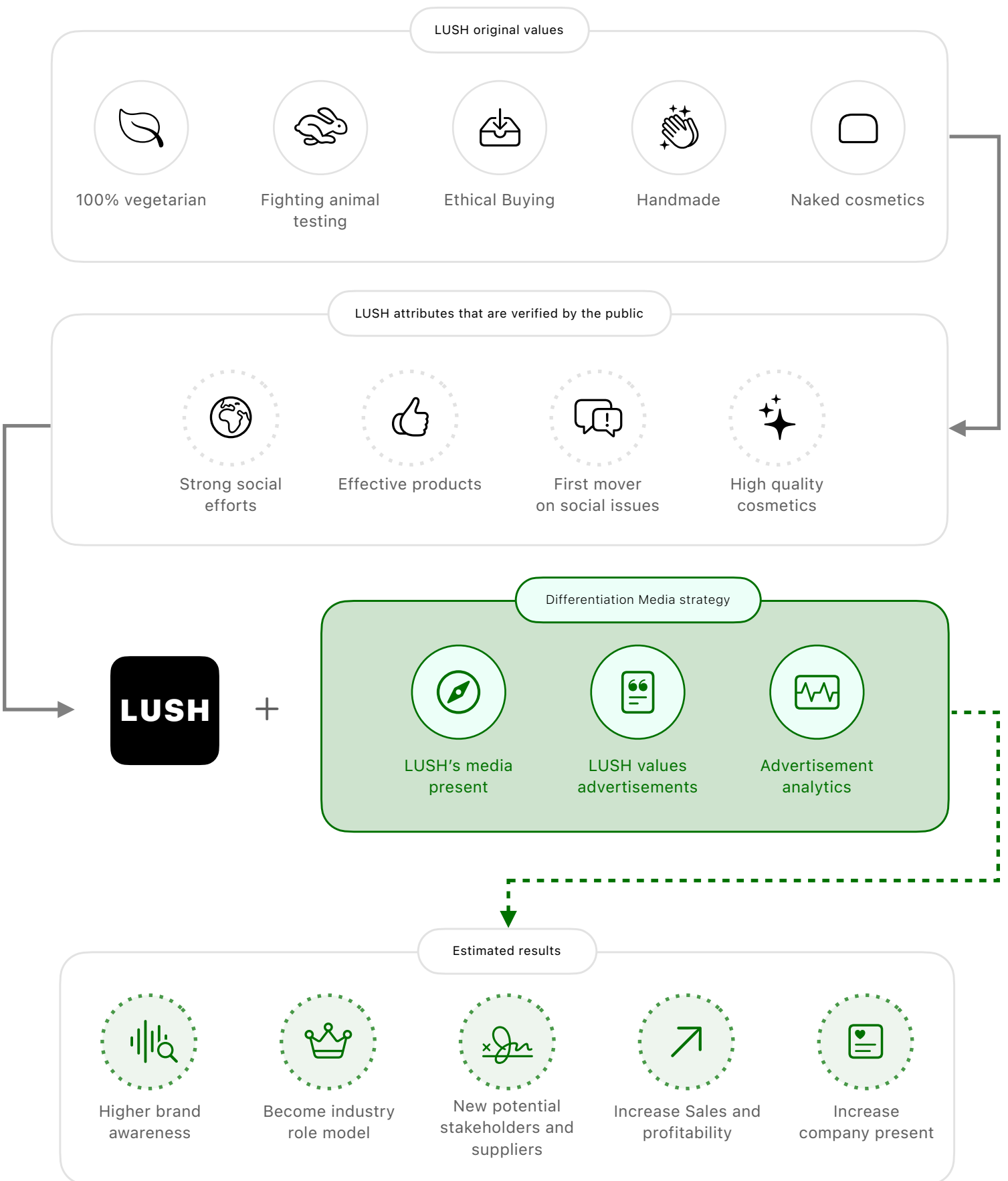
Supply forces

highly designed to be ethical, and have created many job opportunities across many continent of the world. By leveraging the **Differentiation Media strategy**, the public and other suppliers in the industry will get to know LUSH's effort in improving people's life, and will open the door for new suppliers to partner with LUSH.

8. Execution

LUSH problem / opportunity statement:

"LUSH has contributed generously to society through its support and business practices. Their products are effective and have received positive feedback from their existing users. However, LUSH has struggled to project its image as a brand on social media. With the rising demand for digital content, LUSH has the opportunity to leverage its brand image in the Health and Beauty category, both on third-party media and on its own resources."



9. TOPS

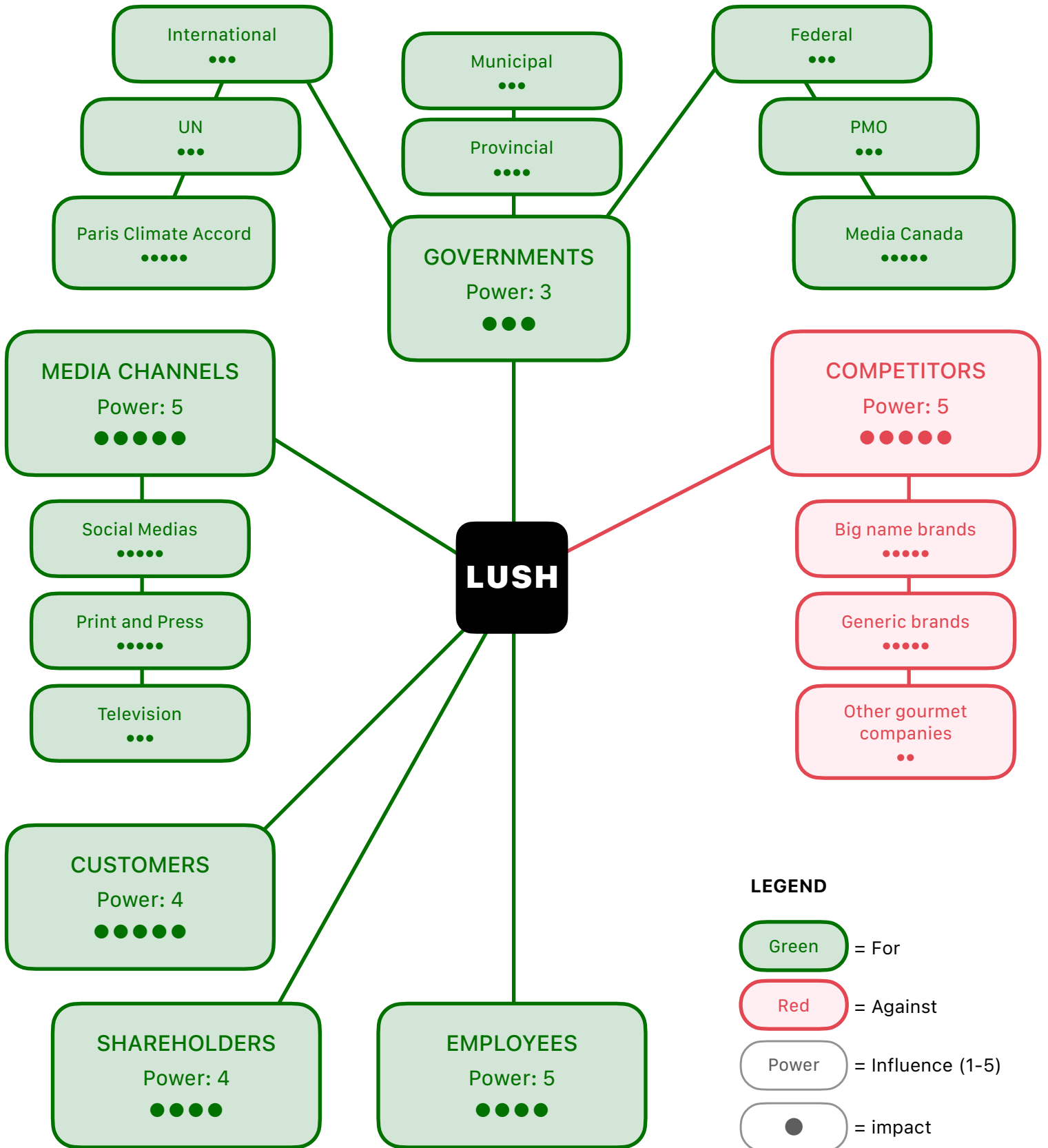
Technology

Method	Current Situation	Required Situation	Situational Gap	Required Tactics to fill the Gaps
Marketing	Attracting global awareness of eco-friendly cosmetics with a low marketing budget.	Knowledge of customers' taste and desires of LUSH values and brand.	Analyze customer behaviours about issues/areas of improvement on current LUSH advertising .	T1: Conduct surveys frequently about current and new LUSH values Advertisement . T2: Conduct marketing research and work with marketers to develop strategic and effective advertising on LUSH values .
R&D	Finding ways to make better products.	Understanding customers and society demands for greener and more sustainable products.	Knowledge of market demand and consumer preferences for sustainable cosmetics.	T3: Working with Cosmetic specialists and dermatologist to develop clean, effective and ethical products. T4: Analyzing current data to expedite potential growth in LUSH value advertising .
Advertising Design	Focus on implementing current AD design in all retail stores.	Updating and creating new advertising to distributes through social platforms and magazines .	Analyzing current market trends regarding Customers needs and desires for better advertising .	T5: Conduct market research on current and new trends in advertisement. T6: Designing/creating new promotion projects concentrate on LUSH core values .
Operations	Using machine learning and analytics to gauge customer demands	Refreshing current marketing systems to expedite the process and meet market demand for better advertisements	Knowledge of market demand for effective advertising in the long run.	T7: Conduct research to find creative ways of streamlining better advertising processes T8: Creating and using advanced softwares to differentiate and develop innovative advertisements
Distribution	Weak output of advertisements via emails	Research of current advertising departments to invoke innovative marketing	Analyze current media distribution chain to evaluate ways of innovating contents .	T9: Conduct surveys/interviews with department to analyze distribution of current media contents in order to offer differentiated medias . T10: Conduct research into new ways/ processes of distributing advertisement medias
Service	Focus on building trust with customers over product offerings	Knowledge of future market trends towards green cosmetics and identify obstacles related to these trends	Understanding of market presence and market research in order to further innovate advertisements offerings	T11: Conduct surveys with past customers over satisfaction of current vs the idea of future advertising solutions T12: Conduct market research to identify market demand for green cosmetics vs current market products.

Organization

Method	Current Situation	Required Situation	Situational Gap	Required Tactics to fill the Gaps
Communication	Uniform understanding and cohesion between all departments on current advertising situation.	Improve and build upon communication for future innovative advertising strategy .	Teams will learn and enhance each other's skills/ education of the current and future marketing situations .	O1: Weekly meetings with team leaders and members to solidify understanding of advanced LUSH marketing . O2: Open communication portal for any questions about new LUSH marketing approaches .
Culture	In the top 5 most ethical and culturally involved company.	Retain LUSH values and the culture that the company carries to best projects in LUSH media campaigns	Creative, diversity and humane culture.	O3: Complementary activities to promote and ignite better advertising and marketing . O4: Interactive information sessions about LUSH's new direction with marketing .
Vision and Mission	Retain position as market leader in ethical, green and affective cosmetic products.	Continued research and understanding of innovative marketing language such as LUSH values .	Improved cohesion and communication of the media vision with all managers/ departments	O5: Continued education on understanding of current and future LUSH marketing approaches . O6: Conduct surveys and training with employees on knowledge of current mission and potential changes in marketing technology .
Training	Intensive marketing training program to ensure long term success.	Continuing education on new innovations such as Marketing analytics and advanced LUSH graphic designs .	Cohesion between key company departments and managers on required marketing media training .	O7: Training sessions with managers and employees weekly on developing/ distributing of LUSH values . O8: Provide educational videos/manuals on new marketing and advertising approaches .
Reward Systems	Compensation and promotion to advertising and media department, and other departments involved.	Continued incentives to top performers who provide innovative insight for better advertising trends .	Education and training on long term company strategies, specially Marketing and Media .	O9: Update/improve reward system to include additional rewards for successful advertising tactics. O10: Marketing and Media department specific rewards for advertising promoters/ developers
Staffing	Experienced staff able to handle diverse set of tasks	New staff/ educating current staff about long effectively deliver LUSH values through media and advertising .	Education and training current staff while altering HR recruiting methods	O11: Information sessions and training for current staff about advanced marketing and advertising O12: Hiring experienced marketers with knowledge about advanced marketing and analytics .

Stakeholder Map



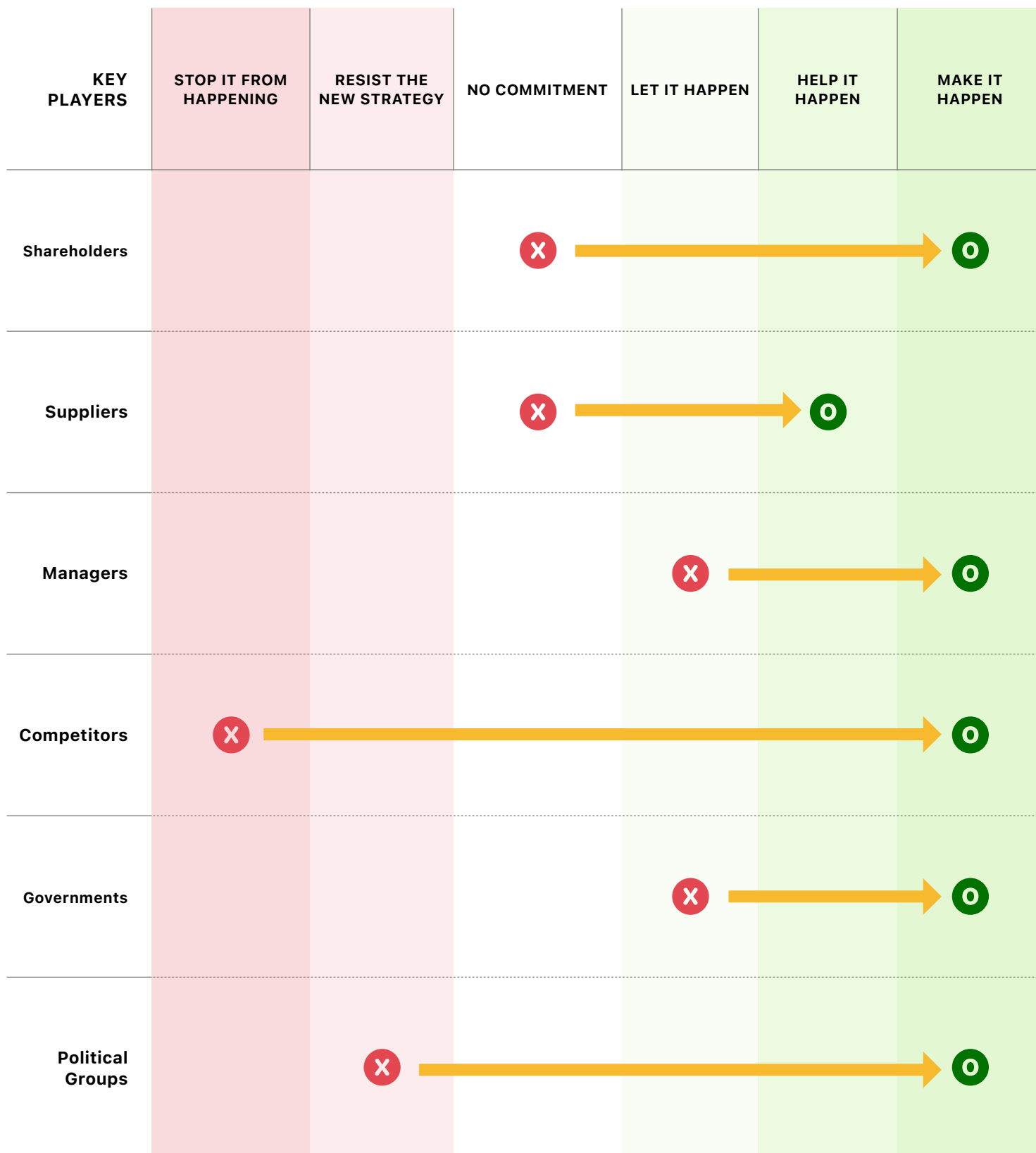
Diagnostic Typology of Organization Stakeholders



Assessing Potential Priority Targets

Commitment to Proposed Change			Have Required Capabilities
Yes	Competitors	Shareholders	
No	Plastic-users companies	Customers and Users Governments	
Actively Opposed Neutral Strongly Supportive			

Commitment Chart



People

Method	Current Situation	Required Situation	Situational Gap	Required Tactics to fill the Gaps
Shareholders	Strong company values and high ethic standards.	Continued research and knowledge of all marketing tactics and practices to ensure strong results	Education and research of Marketing trends	P1: Conduct market research of current and future Marketing and advertisement trends (Threat 5) P2: Knowledge of day to day LUSH values and future marketing and analytic procedures (Threat 2)
Customers and Users	User oriented website and application, easy to use/order	Update software to be easy to use while collecting buying behaviour for analytics.	Innovation of software and web technologies .	P3: Hosting workshops with managers to provoke innovation of Marketing and advertising LUSH values (opportunity 3) P4: Collaborate with marketer on new marketing solutions (threat 2)
Competitors	Increasing rivalry with other cosmetic brands	Market research on Advanced marketing and advertisement designs .	Meetings with Marketers and Media designers.	P5: Collaboration with Marketers and Graphic artists to find innovative marketing solutions (threat 5) P6: Conduct market research of future advertising trends for LUSH (opportunity 3)
Managers/ Directors	Research and knowledge of market advertisement trends	Understanding/ knowledge of future innovative marketing technology trends	Information sessions and training on long term marketing strategies .	P7: Training sessions for managers/ employees on future marketing technology (opportunity 1) P8: Information sessions/meetings with department managers to understand future advertising solutions (opportunity 4)
Suppliers	Strong/ established relationships with suppliers worldwide.	Recognizing market conditions and trends to ensure the consistency supply of LUSH values	Research and discussion of future market partnership with suppliers through LUSH supports .	P9: Meetings with suppliers to find new ways to promote LUSH supports (threat 5) P10: Discussion panels with current and new suppliers for potential partnerships (threat 2)
Political Groups	Support is met through mutual social needs	Knowledge of opinions regarding current vs future trends in advertising the cosmetic industry.	Improved cohesion with all political groups to ensure satisfaction.	P11: Collaboration with key members of the groups to discuss future innovative cosmetic media marketing technology (threat 2) P12: Information sessions on current vs future cosmetic manufacturing technology (opportunity 3)
Government	Support for greener, more ethical business practices.	Recognizing rules and regulations about green, ethical business practices	Knowledge of updated marketing strategy while maintain business practices and regulations align with governments.	P13: Information sessions with government officials on ways to improve LUSH advertising (opportunity 4) P14: Collaboration with local governments on LUSH's ethical programs to the public (opportunity 1)

Sustainability

Method	Current Situation	Required Situation	Situational Gap	Required Tactics to fill the Gaps
Ethics	Continue to do the right thing through safe and humane supply chain practices.	Create further brand value through differentiated medias .	Promote all current business practices to display LUSH's ethical mindset .	S1: Information sessions on ethical practices towards differentiated media campaigns . S2: Conduct research on finding ways to remain ethical through advanced differentiated LUSH value marketing .
Corporate Social Responsibility (CSR)	Committed group (from top managers to Media designer, marketer) to providing CSR.	Motivate managers and employees to continue CSR approach towards better advertising practices .	Understanding of CSR and further continued education of CSR practices through LUSH values .	S3: Additional incentives for employees maintaining CSR through the differentiated media process S4: CSR training programs for the new media business practices
Environmental Waste and Pollution	Highly recycled materials through productions.	Innovative marketing technology use to showcase LUSH advanced practices.	Knowledge of new marketing procedures for more effective LUSH value advertisement .	S5: Collaborate with Marketers and Media designer to seek ways of creating better LUSH media contents . S6: Conduct research on ways to effectively promote LUSH values through analytics.
ESG	Works with government to receive ethical endorsement and promote LUSH business practices to the public.	Improve Marketing program to promote LUSH values	Analysis of current and new government regulations	S7: Conduct research of current EGS criteria regarding differentiated Media marketing S8: Create EGS governance committee to oversee the differentiated media creation process.
Lawsuits	Past lawsuits over joint-ventures agreements.	Improve brand image by referring to LUSH's core values .	Knowledge and research of new LUSH values and improve marketing structures.	S9: Collaborate with Marketer and Analyst to further differentiate LUSH's value campaigns . S10: Conduct research of new media marketing solutions .
Work Environment	Health, safety and support for all employees.	Maintain culture and diversity during the marketing design process .	Analyze and update current workplace rules and regulations regarding inclusion and diversity .	S11: Revise current culture guidelines to ensure safe and acceptable differentiated marketing . S12: Conduct interviews with departments to ensure satisfaction over design of differentiated media solutions.

10. HALLS

HALL 1	Goal	Metric	Strategy
Learning	Educate departments about new differentiated media, and why the improvement of advertising are important to LUSH	Have 100% of marketing staff certified with the online media training program in one month Have bi-weekly brainstorming meetings for 6 months about advanced LUSH media marketing with department heads including Marketing team.	Improve knowledge in every department about new LUSH media approaches and allow designer and marketers to be creative in creating new LUSH medias .
Sustainability	Prioritize e-marketing in LUSH media campaign to limit traditional printing marketing.	Track the number of e-marketing and traditional marketing from all Media department locations for the first 6 months and send quarterly reports to the head office for further decision making process.	By tracking advertising methods in all marketing locations, LUSH can reduce and monitor the amount of paper/material waste and repurpose their old advertising for decorations.
Enthusiasm	Improve corporate participation from the bottom up using online surveys and platforms for employees to voice their thoughts/opinions creativity for LUSH marketing	Managers set 6 monthly meetings to discuss the survey results of employee feedback. The survey will collect the matrix of the corporate media solution scoring.	Surveys and meeting will capture a score out of 10 to indicate corporate moral, recognition will be offered for creative media innovations
Boundaries	Encourage department collaborations with LUSH Visual Corner about differentiated medias .	Have monthly guest speaker from other departments to share creative ideas from their department on differentiation media . Ensuring the engagement rate is above 70%	By allowing staff to take on a creative approach to LUSH Visual Corner with department collaborations, it will allow for better communication and spark innovation - that is worth sharing within the organization
Problem Solving	Improving LUSH social present in a creative and differentiated way.	Have monthly meeting with the Sales team for 6 months, to discuss media advertising results . Get survey feedback from the Sales and Design department biweekly.	Survey feedback from Sales department can create a more direct and open communication with Marketers and Designers .

HALL 2	Major Risk	Worst Case	Most Likely	Best Case	Tactic
Environment	Advertising Material Use	Using too much printed material for advertising lead to an increase amount of paper and material wastes.	A balance between traditional printing and e-marketing that are most effective to deliver LUSH values.	Predominately e-marketing and few print material that captures attentions effectively and deliver LUSH values to customers and stakeholders.	Concentrate marketing effort to be electronic friendly, and ensure the contents delivered is consistent with LUSH core values. Method of delivery can be via email marketing, media for YouTube and TikTok, blog post on Facebook and Instagram.
Technology	Marketing Analytic	Unable to respond to weak marketing Analytics.	Will take more time to create better media for more customers responses.	Improving and crafting better advertising and media year after year.	Invest heavy on Marketing R&D to create beautiful and engage-able contents for better information channeling.
Organization	Communication	Inconsistent communication between departments lead to inconsistency in delivering LUSH values.	Consistent communications between different department to align LUSH values with marketing campaigns.	Strong connections and communications between departments that best demonstrate LUSH culture and values.	Allow employees to freely communicate with each others and across all department to ensure high engagement and consistency in delivering LUSH values
People	Customers and users	Customer cannot understand or not interested in LUSH value through poor, inconsistent marketing. Customers don't see LUSH advertising in many places.	Customer is willing to get to know LUSH as a brand and decided to grab a few products to experience	Customer are attracted and engage in LUSH marketing, they decided to get involve with LUSH products, and truly appreciated LUSH values.	Craft beautiful, meaningful advertisings that exudes to customer's wants and needs, and promote customer to drive changes by supporting LUSH and its values.
Sustainability	Environmental wastes and post-used materials	Old advertisement (prints, billboards, magazines) are not being recycled and instead thrown to landfill.	Reuse the printed materials, and avoid producing too many advertising materials.	Reduced print materials and print boards, instead use washable and reusable print materials and predominately e-marketing.	Collect and repurpose old print material to turn into recycled packagings for products, used magazine can be turn into packaging cushions while double act as information of LUSH values for customers when they open the box. While that happens, continue to transition to e-marketing.

STARBUCKS™

Trading Policies

Starbucks has set the bar for what ethical trading and buying should be. The company has supported coffee growers worldwide since the 1980s. It has continued to improve its business standards to ensure that its suppliers and partners get paid fairly, if not better. LUSH is also doing the same practices. However, LUSH deals with more suppliers than just coffee (an ingredient LUSH also uses), and LUSH must maintain its ethical mindset to align its trading practices with LUSH values.

Commitment to Partners

According to Indeed, Starbucks is one of the best companies to work at. They have a solid commitment to their employees' well-being and provide financial support, stock shares, educational support, and housing. Their employees (partners) have responded well to the amount of care and commitment from Starbucks. LUSH can follow the lead by supporting their employees the same. One line of LUSH statements stated, "happy people making happy soaps." Hence, LUSH needs to take special care of their employees for the best performance and ensure the company culture exists across all employees.

Inclusion and Diversity

Starbucks has committed to changing its company structure. Starbucks has hired more women in corporate positions in the past five years than ever before. The company is also taking initiatives to include more employees of colour and underrepresented communities such as LGBT to be more involved in the company's key activities such as Manager, Director, and Corporate positions. LUSH also has the same mindset toward inclusion and diversity. The company must continue to leverage these behaviours to ensure a diverse workplace with a friendly attitude, so the culture at LUSH can be more mature and better align with LUSH values.

STARBUCKS™

Environmental impact

Starbucks uses many materials in their day-to-day store operations, such as plastic, wood, paper, water, and other organic materials. Most of these materials ended up in landfills due to the company's operation, customers' behaviours, and lots of food waste. LUSH should avoid this practice and instead issues reusable packaging and encourage people to recycle with the "bring it back" program. And being active in reducing and recycling will best align with LUSH value and the upcoming media campaigns.

Scandals

Being the largest coffee chain globally, Starbucks has found itself in many scandals, such as the #RaceTogether campaign the company created in 2015. Most importantly, racial profiling in Philadelphia in 2018 has created much backlash and boycotting the coffee chain. The damage Starbucks has made is severe enough that the company has to close more than 10,000 North American stores temporarily to conduct training for their employees about racial justice (which leads to more backlash). LUSH should avoid these situations at all costs to maintain the company legacy, and further display the company's commitment to inclusion, diversity, and other LUSH social responsibilities values.

Inconsistency in product informations

Starbucks is famous for its innovative, delicious beverages and foods that they offer customers daily. The Pumpkin Spice Latte, in particular, is one of Starbucks' best-selling beverages that have created a culture of fall, warmth, and lots of spices. However, a food blog has reviewed that the ingredients in the drink do not contain any actual pumpkin. Still, instead, lots of sugars and unhealthy colouring chemicals lead to Starbucks having to respond and change the recipe. LUSH should be transparent with customers about the ingredients used in LUSH products, and go further by stating the origins of their ingredients and when they were made.

11. Models

Theory O

Change Dimension	Using Theory O	Examples
Goals	Translate LUSH core values into meaningful media contents that resonances with employees and customers	All departments to share information/idea and encourage weekly socialization with LUSH Visual Corner about differentiated media.
Leadership	Set direction from the top and engage with people from below	Strengthen emotional commitment with directions, promotions and recognitions around differentiated media.
Focus	Focus on the social ethic side of the organization	Encourage and allow feedback on differentiated media from employees, and accept their feedbacks with gratitude.
Process	Plan for launch of differentiated media.	Use weekly LUSH Visual Corner on differentiated media to share new ideas and learned experiences from other departments, especially culture, supply, retail and manufacturing.
Reward System	Use incentives to lift spirits and drive motivations.	Reward outstanding employee on contributing in differentiated media with LUSH products and bonuses.

DICE	Description	Strategic Application
Duration	Time between media analytic review – shorter is better	Duration: Implement weekly meeting with the Marketing and Design departments and other department's managers on differentiation media results.
Integrity	Design and Marketing experience maturity	Growth: Hire experienced designers and marketers to partner with existing employees, and reward them both with every marketing milestone achieved.
Commitment	Senior executive's and Marketing / Design department dedication to the changes.	Leadership style: implement theory O strategies and allow for employee feedbacks on differentiation media .
Effort	The extra work employee must do to adopt new processes.	Employee supports: Support employees, specially Marketing and Design department in the transition to differentiation media .

McKinsey 7s Model

STRATEGY

LUSH will be employing a differentiation media strategy, based on cutting edge Design, Marketing and Analytics technologies, that ensures it is a leader in advertising and values over the long term.

STRUCTURES

Central authorities will work closely with all departments, specially Marketing and Design to ensure every departments in the company is align with differentiation media strategy, and the end results stay consistent with LUSH core values.

SYSTEMS

Encourage employee to participate in the changes of differentiated media by weekly discussion and forum on LUSH Visual Corner. Collecting employee feedback for central authorities to review and adapt to changes and trends.

SHARED VALUES

LUSH is on a mission to make the world a better place, the company have supported everyone that is related to LUSH business include customers, shareholders, suppliers, partners, and even inspired competitor to have the same values as LUSH. And now LUSH is ready to project their values to the world through differentiation media strategies.

SKILLS

Training and development programs for current employees. Partnerships with universities and analytical companies to recruit new talent. This will ensure that LUSH remains on the cutting edge of research and media development.

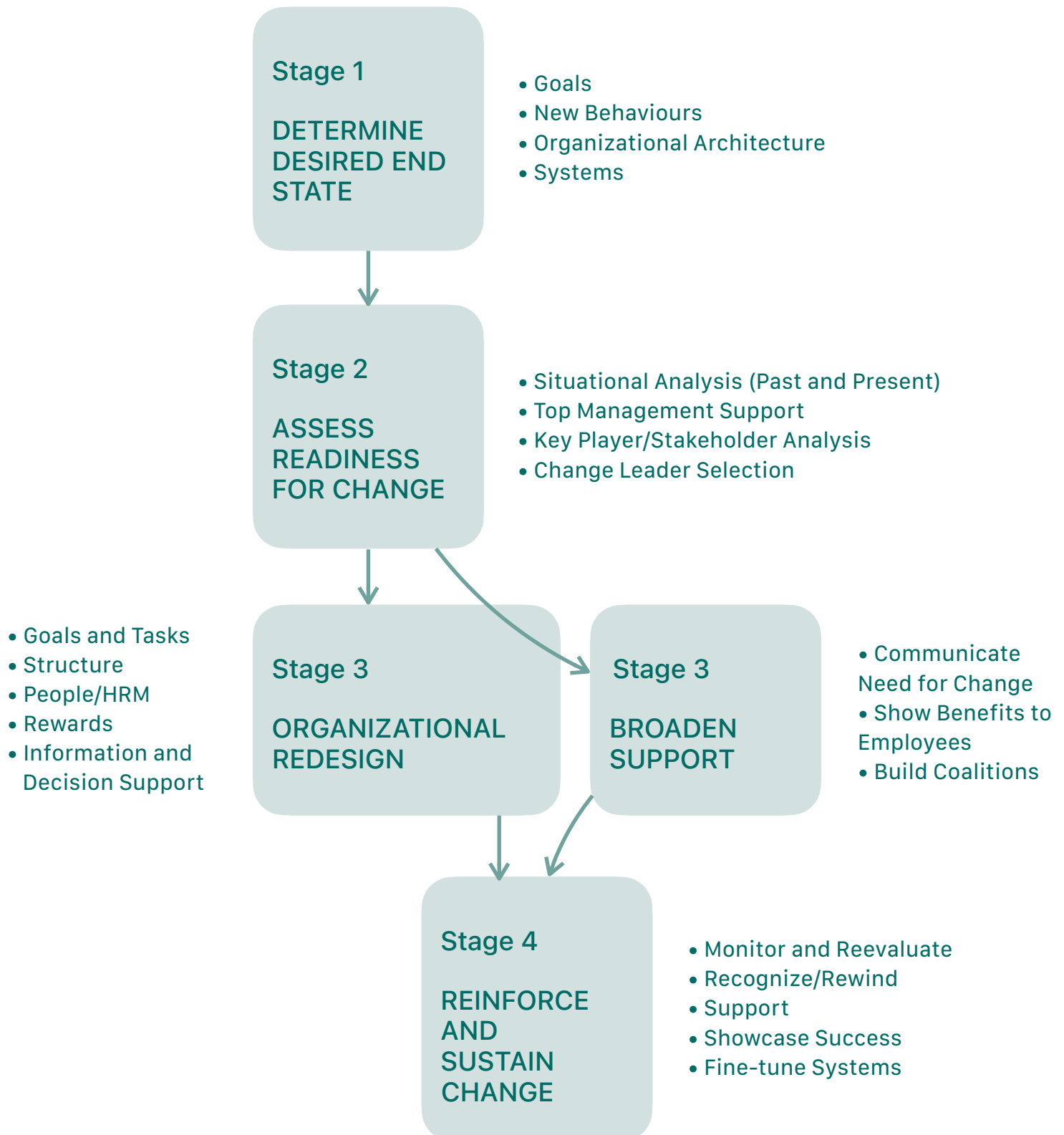
STAFF

LUSH valued their existing Marketer and Designers who live the LUSH value everyday. The company will also be open to new employees from other industries to join LUSH Marketing and Design departments to get inspired and get a sense of future advertisement changes.

STYLE

Management will employ a soft approach, engaging employees in the decision-making process. This will create opportunities for supports, align, and ensure everyone stays consistent with delivering LUSH values.

Brian's Golden Model



Reciprocity: obligation to return favours - "owsees"

Scarcity: Scarce Information is Valuable - "rumors"

Authority: Credible Experts and Trustworthy individuals have high Influence

Consensus: Agree to what the crowd think is true - MAJORITY IDEA

Like-ability: We Say yes to people we like

Commitment: We do what is consistent

T1: After conducting surveys and using "consensus", LUSH will perform R&D on different resources to provide LUSH media materials in more advanced/innovative ways such as videos, interactive webpage, e-magazines, AR product previews, ingredients glossary, LUSH historical e-books.

T2: LUSH analyses the current trends and harms of overusing printed materials and collects data for differentiation media strategy. "Situational Analysis". LUSH will communicate the problem with key marketing partners, and get to a mutually beneficial agreement with them in the organization "Authority and Consensus".

T3. LUSH will communicate the conducted data with each member of the organization, give benefits and incentives to employees "Reciprocity and Like-ability", and build a coalition for change internally for a newer and better performing advertising that helps deliver the LUSH values.

T4. LUSH will showcase the new medias made that supports the differentiation media strategy on events and new advertisements.

T5. LUSH will maintain the innovative process of better medias in the improved marketing and design team, that use advanced softwares and analytic tools to promote the brand value of ethical and sustainable business practices.

12. Tactics and Implementations

Priority 1

Target	Customers switching to other Cosmetic brands
Objective	Create a Customer-centred experience through interactive media, software, and advertisings to ensure customers understand LUSH values and product quality.
Tactics	<p>T2: Conduct marketing research and work with marketers to develop strategic and effective advertising on LUSH values.</p> <p>T7: Conduct research to find creative ways of streamlining better advertising processes</p> <p>T8: Creating and using advanced softwares to differentiate and develop innovative advertisements</p> <p>O3: Complementary activities to promote and ignite better advertising and marketing</p> <p>DICE - I: Hire experienced designers and marketers to partner with existing employees, and reward them both with every marketing milestone achieved.</p> <p>S10: Conduct research of new media marketing solutions</p> <p>HALL 1 - 5: Allowing staff to take on a creative approach to LUSH Visual Corner with department collaborations.</p> <p>Golden - T1: Provide LUSH media materials in more advanced/innovative ways such as videos, interactive webpage, e-magazines, AR product previews, ingredients glossary, LUSH historical e-books.</p>
Timing	Jog (45 days)

Priority 2

Target	Amount of wastes produced when creating marketing materials, and post-used materials
Objective	Create beautiful and meaningful advertising materials while being mindful of the physical amount of material used for advertising and promoting purpose.
Tactics	<p>T2: Conduct marketing research and work with marketers to develop strategic and effective advertising on LUSH values.</p> <p>T4: Partners with Digital designers to craft electronic based materials for fast, efficient and accurate advertising</p> <p>S2: Limit the use of paper and traditional printed advertising materials, and reuse/ recycle used material as needed.</p> <p>S4: Using analytic tool to determine the most affective social channel for best marketing performances.</p> <p>Golden - T2: Analyses the current trends and harms of overusing printed materials and collects data for differentiation media strategy.</p> <p>S10: Conduct research of new media marketing solutions</p> <p>7s - Strategy: Employing differentiation media strategy, based on cutting edge Design, Marketing and Analytics technologies.</p> <p>DICE - E: Support employees, specially Marketing and Design department in the transition to differentiation media.</p>
Timing	Fast Walk (75 days)

Priority 3

Target	Marketing Analytic Results
Objective	Collect datas analyzed by analytic softwares to determine changes or continuation of differentiated media strategies.
Tactics	<p>Golden - T5: LUSH will maintain the innovative process of better medias in the improved marketing and design team, that use advanced softwares and analytic tools to promote the brand value of ethical and sustainable business practices.</p> <p>DICE - D: Implement weekly meeting with the Marketing and Design departments and other department's managers on differentiation media results.</p> <p>P2: Knowledge of day to day LUSH values and future marketing and analytic procedures</p> <p>S4: Using analytic tool to determine the most affective social channel for best marketing performances.</p> <p>Theory O - F: Encourage and allow feedback on differentiated media from employees, and accept their feedbacks with gratitude.</p> <p>HALL 2 - T: Invest heavy on Marketing R&D to create beautiful and engage-able contents for better information channeling.</p> <p>P8: Information sessions/meetings with department managers to understand future advertising solutions</p> <p>O9: Update/improve reward system to include additional rewards for successful advertising tactics.</p> <p>Golden - T3. LUSH will communicate the conducted data with each member of the organization, give benefits and incentives to employees "Reciprocity and Likeability", and build a coalition for change internally for a newer and better performing advertising that helps deliver the LUSH values.</p>
Timing	Walk (90 days)

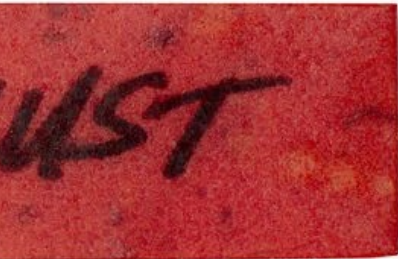
Priority 4

Target	Ensuring customers have a deep understanding of LUSH values
Objective	Update LUSH advertising often with rotative LUSH core values to ensure customers get to know all of LUSH attributes and appreciate it.
Tactics	<p>7s - Staffs: LUSH valued their existing Marketer and Designers who live the LUSH value everyday. The company will also be open to new employees from other industries to join LUSH Marketing and Design departments to get inspired and get a sense of future advertisement changes.</p> <p>DICE - I: Hire experienced designers and marketers to partner with existing employees, and reward them both with every marketing milestone achieved.</p> <p>O7: Training sessions with managers and employees weekly on developing/ distributing of LUSH values.</p> <p>Theory O - E: Use weekly LUSH Visual Corner on differentiated media to share new ideas and learned experiences from other departments, especially culture, supply, retail and manufacturing.</p> <p>O9: Update/improve reward system to include additional rewards for successful advertising tactics.</p> <p>T2: Conduct marketing research and work with marketers to develop strategic and effective advertising on LUSH values.</p> <p>T11: Conduct surveys with past customers over satisfaction of current vs the idea of future advertising solutions</p>
Timing	Slow walk (120 days)

Priority 5

Target	Potential new suppliers that wants to partner with LUSH
Objective	As LUSH value marketing emphasize the company commitment to support suppliers, look out for potential partners that want to become a LUSH supplier.
Tactics	<p>P9: Meetings with suppliers to find new ways to promote LUSH supports</p> <p>P10: Discussion panels with current and new suppliers for potential partnerships</p> <p>T12: Conduct market research to identify market demand for cosmetics ingredient buyers.</p> <p>Golden - T4. LUSH will showcase the new medias made that supports the differentiation media strategy on events and new advertisements, aiming to attract new suppliers.</p> <p>7s - Shared values: LUSH supported everyone that is related to LUSH business, specially suppliers</p> <p>Theory O - L: Strengthen emotional commitment with suppliers, to further promote LUSH values through Differentiation media.</p> <p>HALL 2 - P: Craft beautiful, meaningful advertisings that exudes to suppliers, and promote suppliers to drive changes by joining LUSH and its business practices.</p> <p>P13: Information sessions with core suppliers on ways to improve LUSH advertising.</p> <p>P14: Collaboration with existing suppliers on LUSH's ethical programs to the public</p>
Timing	Crawling (240 days)

13. Conclusion



"LUSH is the leading example of how a company should run its business. Besides crafting **high-quality, effective products**, LUSH also holds the bar high in **social contributions**, **human rights**, **fair trade and buying**, and **improving the environment** through recycling and reduction. With the **Differentiated Media strategy**, LUSH will have the foundation to project all their wonderful-yet significant value to the public and become an even bigger role model for the rest of the cosmetic industry."

